Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

DTR-0856

30 September 1974

MEMORANDUM FOR: Deputy Director for Administration

Jack:

Talked to the DD/A attendees of the Midcareer [redacted] STATINTL

General consensus was that the program was most worthwhile as far as each student was concerned. The program concerning world affairs was too general in nature and pretty much of a Government position, and they thought that this could be counterbalanced by having more outside independent speakers.

I can't worry too much about him — I doubt that public figures would change his impression a great deal

As far as suggestions to DD/A presentations, they felt that more detail should be provided and a tour of the Signal Center and OJCS would very much be in order. They recommended that all of the Offices from the Directorate be heard from. They felt your session came off very well. In fact, suggested that you were probably the most candid of all the Deputy Directors. [redacted] got very low marks -- conveyed the impression that he was obliging the Careerists just by being there, even though he: (1) didn't say anything, and (2) didn't answer any questions. 25X1A

They did note that [redacted] refused to comment on the number of Agency employees and that Finance refused to talk about the Agency's budget total, although they later learned the specifics of both from the IC Staff. As a result, DD/A got a black eye for not being candid on that score. STATINTL

John N. McMahon
Associate Deputy Director
for
Administration

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

UNCLASSIFIED | CONFIDENTIAL | SECRET

OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Director of Training 1026 C of C	10/8	
2			
3	DTR	10/8	
4			
5	C/IT		
6	926 CHQ		

	ACTION	✓	DIRECT REPLY		PREPARE REPLY
	APPROVAL		DISPATCH		RECOMMENDATION
	COMMENT		FILE		RETURN
	CONCURRENCE		INFORMATION		SIGNATURE

Remarks:

Rod:

I send to you for what its worth the feedback from the DD/A attendees at the most recent Mid-career Course.

I will have a quiet discussion with the Director upon his return concerning the matter raised in the last paragraph. We must ensure that there is some consistency in the Agency. Otherwise, I leave the matters with you.

John F. Blake

Att.

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.	DATE
DD/A 7D-26 Hqs x5454	7 OCT 1974

UNCLASSIFIED | CONFIDENTIAL | SECRET

FORM NO. 1-67 237 Use previous editions (40)

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MIDCAREER COURSE NO. 42

25 August - 27 September 1974

COURSE REPORT

Course 42 was highlighted by the "coming together" of the class as a closely knit group the first week and remaining that way throughout the running. We attribute this largely to a narrower age range than the last class (32-43 years versus 29-46), and the presence of a record seven, highly participative females in the class. This running was also noteworthy for the lowest number of substitute speakers in several years--only one actual substitute ([redacted] for Maurice Ernst), plus a schedule juggle to accomodate Mr. Colby and Mr. Duckett. The class was able to have separate sessions with the DCI, DDCI and each of the four deputy directors and took advantage of the opportunity with their questions. The class generally agreed that the course had met its stated objectives and the individual objectives of the members. STATINTL

Statistics

The class was composed of 30 members--10 from the DDO, 7 from the DDI, 7 from the DDA, and 6 from the DDS&T. The average grade was 12.9, with one 11, six 12's, eighteen 13's, and five 14's. The average age was 37.5, ranging from 32 to 43. The average length of service was 11.8 years, ranging from 3 to 21 years. The average age and length of service figures are slightly lower than for Course 41, but remain higher than the preceding three courses.

Major Changes

We made only a few changes in Phase I from previous runnings. Mr. Blake was the first speaker on the schedule STATINTL at an evening session in [redacted] the first Monday, and he received high marks from the class. [redacted] appeared STATINTL for the first time as Deputy Director of Personnel. The SB Division presentation consisted of three officers: one providing an overview of the Soviet target and the others giving case histories. This was generally well-received by STATINTL the class. [redacted] appeared for the first time

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

as Director of OEL, as did Sayre Stevens as ADDS&T, and Lew Lapham as D/OPR. The final event in Phase I was the Organization Game which went moderately well, but probably would have worked out better at [redacted] STATINTL

One of the factors which contributed to the success of STATINTL the two weeks at [redacted] was the renovation of Classroom 11. The provision of windows, rug, and a greatly improved lighting system allowed us to hold all but one of the daytime sessions in the room without fear of the claustrophobic effects previously encountered. The management of [redacted] should be STATINTL commended for this improvement.

Phase II opened with a fine presentation by [redacted] STATINTL on major problems facing the Community. New speakers in STATINTL this phase were [redacted] from NSA--an outdated 88-slide STATINTL disaster--Curtis Jones from INR, [redacted], the new DDI in DIA, and Col. Clinton Granger from the NSC Staff. This phase did not receive as high evaluations as in the past, primarily due to the highly uneven quality of the speakers.

The first day of Phase III was devoted to the Middle East. It was not particularly successful, with Professor Said of AU the only saving grace of the three speakers. David Korn from State, a new speaker for us, did not really address the subject of how policy is made as we had asked him. Other new speakers in Phase III included Oscar Armstrong STATINTL from State on China, [redacted] from Harvard on U.S.-Soviet relations, Robert Sheppard from Commerce on energy, STATINTL [redacted] from OSR on intelligence support to the MBFR negotiations, and Richard Bell from Agriculture on food. The general class reaction to the speakers in this phase was STATINTL that those outside of government--[redacted] STATINTL --were much more stimulating and informative than the ones in government.

The field trip to McDonnell-Douglas in St. Louis and a missile wing at Whiteman AFB was plagued by an inordinate number of transportation problems. Despite this and the presence of an American Legion 40&8 National Convention in our hotel in St. Louis, the class retained its good humor. The visit to McDonnell-Douglas consisted of several briefings--including an excellent one on management and their planning cycle--and tours of the machine shop and the assembly lines for F-4 and F-15 aircraft. The noise level in the machine shop prohibited much explanation of what we were seeing. The Whiteman visit consisted of two preliminary briefings and visits to a missile training silo and a launch control facility. In general, the class used such adjectives as "interesting," "informative," and "enlightening" to evaluate the trip.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Problems

The only major problem encountered during this running involved the transportation--both bus and aircraft--for the field trip as noted above. As long as the Midcareer Course relies on the Air Force to provide air transportation for field trips, there is not much that OTR can do to correct the situation. If the planned use of commercial air for the Course 43 trip works well, this can become a viable alternative. There may be some trips, however, to military bases, such as Whiteman for which time and economy factors would dictate use of military aircraft.

Summary of Class Reaction

The overall evaluations prepared by the class at the end of the course generally reflect the favorable impression of the members and the course's usefulness to them. They found a combination of the interaction of the class members and the information gained in Phase I to be the most beneficial aspects. The evaluations of Phases II and III were mixed, ranging from 3 to 6 on a 1 to 7 scale. Much of this was dependent upon whether the individual member thought that the good speakers outweiged the bad; i.e., in Phase II STATINTL [redacted] versus Curtis Jones (INR) and [redacted] and in Phase III [redacted] STATINTL and [redacted] versus [redacted] and Amb. Hoffacker (terrorism). In general, we believe that the class was more critical of government speakers and content in Phases II and III than other recent classes have been, with several members expressing disappointment that they hadn't been challenged or provoked enough.

STATINTL

[redacted]

ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MIDCAREER COURSE

NO. 42

OPENING DAY

DCI Conference Room

PHASE I

THE AGENCY

25X1A [redacted]

and

Headquarters Area

Opening Day 21 August 1974
Phase I 25 August-10 September

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MIDCAREER COURSE

NO. 42

CHAIRMAN: 25X1A [redacted]
Room 921, Chamber of Commerce
Extension 2063

25X1A [redacted]
Room 921, Chamber of Commerce
Extension 2063

25X1A [redacted]
Room 921, Chamber of Commerce
Extension 2063

TRAINING ASSISTANT: 25X1A [redacted]
Room 921, Chamber of Commerce
Extension 2063

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 21 August 1974
(DCI Conference Room, 7 D 64)

INTRODUCTION TO THE COURSE

1300	Registration	25X1A
1315-1415	Introduction to the Course	[redacted], Chairman, Midcareer Course
1500	Welcoming Address	
	Lieutenant General Vernon A. Walters Deputy Director of Central Intelligence	
1530	Special Clearance Briefings	25X1A [redacted], Security Officer, OTR

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1A SUNDAY, 25 August 1974

1415 [redacted]

1515 Welcome to [redacted] and Security Briefing (Please convene in Classroom 11--CR-11)
25X1A

[redacted], 25X1A

25X1A

1600 Open House [redacted])

1700 Dinner (normal mess operating hours 1630-1730)

Your predecessors in this course frequently have said that one of the greatest benefits of the course is the interaction among the class members, and so first, we introduce ourselves...

1900-2100 Class convenes at [redacted] 25X1A for informal session and introductions

[redacted]

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MONDAY, 26 August 1974

[redacted] 25X1A

PHASE I--THE AGENCY

We open with an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Since most of you have spent your careers in one Directorate, some in one office or division, and even a few in one branch, our objective in this Phase is to open up the Agency to your critical inspection, to broaden your perspectives on the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0800-0850 Convene in Classroom 11 (CR-11)
Course Administration

Block I--Mutual Perceptions:
The Agency and Us

In the first Block of this Phase you will consider how you, as Midcareerists, see yourselves as employees and how you view the Agency. You will have an opportunity to discuss mutual problems and to suggest solutions. The role of the Management and Services Directorate will be discussed, as will legislative, legal and media relationships. Finally, those officers primarily concerned with personnel and security matters will discuss their perceptions of the problems of people in the Agency.

0900-1200 Team Exercise: Midcareerist Obstacles

This team exercise is designed to bring our collective thoughts to bear on problems that we have perceived at one time or another. We want to identify and clarify obstacles that intrude upon both individual career development and the realization of Agency missions. We will then seek to formulate or suggest ways of overcoming them. This exercise should surface and bring into focus concerns about ourselves and the Agency that we may explore throughout the entire five weeks.

Lunch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL

MONDAY, 26 August 1974

[redacted]

25X1A

1300-1515 Team reports

Dinner

1900-2100 An Evening with the Deputy Director for Management and Services

John F. Blake
Deputy Director
for Management
and Services

The DDM&S is at your service this evening. He will speak briefly about the current status of his Directorate and the outlook for future activities. He would then like to discuss those questions and problems which are of major interest to you.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 27 August 1974 (Session)

25X1A

0830-0930 Discussion and Reading — Class and Staff

0945-1045 The Agency's Relations with Congress — George Cary, Legislative Counsel

In the long continuing struggle between the executive and legislative branches of our government, the Agency sits in an unusual, if not unique position. Our speaker will review congressional relations, describe the mechanisms responsible for supervision and share his impressions of the atmosphere in Congress toward the Agency in this time of change.

25X1A

1100-1200 CIA in Court — [redacted], Deputy General Counsel

One of the major problems confronting the Agency today is the requirement to maintain the security of Agency operations in a free society. A representative of the General counsel will highlight the changing legal concerns that affect the Agency's operations and security.

Lunch

1300-1330 Individual Presentation

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 27 August 1974

([redacted] 25X1A

1345-1445 The Agency's Relations with the Press — Angus Thuermer, Assistant to the Director

The problem of the Agency's image as reflected in the press is of concern. Our speaker will discuss the various aspects of the problem and how the Agency deals with it.

Dinner

25X1A

1900-2100 Evening Session - [redacted] — George Cary [redacted] 25X1A, Angus Thuermer

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL

25X1A WEDNESDAY, 28 August 1974 [redacted]

0800-0930 Individual Presentations

0945-1045 The Agency and Its People

25X1A [redacted]
Deputy Director of Personnel

The Deputy Director of Personnel will tell us how we stand since the reductions and offer his views on what the future holds. He will cover other facets of personnel management such as recruiting, career development, personnel actions, fitness reports, minority problems, career services, upward mobility, and interdirectorate and office assignments.

1100-1200 Equal Employment Opportunity in the Agency

Thomas W. Holmes
Director of Equal Employment Opportunity Programs

The Director of Central Intelligence is firmly committed to achieving equal employment opportunity (EEO) for all CIA employees regardless of race, color, religion, sex, or national origin. The Director, EEO, will first present the Agency's past record for hiring minority group members and women, compare that record with that in another similar agency, and then cover the Agency's 1974 Affirmative Action EEO Plan. In this discussion he will emphasize the problems we face, the directives he has received from the DCI, and the role that all Agency supervisors have in fulfilling the Plan. He hopes to elicit the views of the class on each of the action items within the Plan.

Lunch

CONFIDENTIAL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1A

WEDNESDAY, 28 August 1974

([redacted]

1300-1330 Individual Presentation

1345-1445 Security in the Agency Today — Charles W. Kane, Director of Security

The problem of keeping classified information secure at Headquarters and overseas is becoming increasingly complex. Here in the US leaks to the press, bomb threats, increased drug incidence among young people, and political radicalism, all affect Agency security. Overseas security is being challenged by more sophisticated opposition. The Director of Security will discuss the impact of such developments on personnel, technical, and physical security requirements.

Dinner

1900-2100 Evening Session - 25X1A [redacted] — 25X1A [redacted], Thomas W. Holmes, Charles W. Kane

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

THURSDAY, 29 August 1974

([redacted] 25X1A

0800-0900 Discussion — Class and Staff

Block II--Collection and Processing

Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence intereact and complement each other.

0910-0940 Individual Presentation — 25X1A [redacted]

0945-1145 Panel Discussion: The Soviet Union as an Operational Target — Chief of Operations Soviet Bloc Division and Panel

Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains one of the two "hard targets" for the Operations Directorate. Our speakers this morning will describe approaches to the target and the difficulties encountered; several case histories will be presented.

Lunch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

THURSDAY, 29 August 1974

[redacted] 25X1A

25X1A

1300-1500 The Peoples Republic of China

[redacted]
Deputy Chief,
China Operations

The Deputy Chief of China Operations will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the former President's visit to the mainland-- and indicate the level of the DDO collection effort against the PRC.

Dinner

1900-2100 An Evening with the Deputy Director for Operations

William Nelson
Deputy Director
for Operations

Our speaker will present an overview of his Directorate and his thoughts on the future. He will then be available to answer your questions.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

FRIDAY, 30 August 1974

25X1A [redacted]

0815-0945 Individual Presentations

1000-1130 Field Station Activities

25X1A [redacted]
Chief, Western Hemisphere Division

How a typical field station is organized to accomplish its objectives, how it receives and acts on new requirements for both
25X1A *FI and [redacted] activities and how it interacts with headquarters are some of the questions which will be considered by the speaker. He will also describe the relationship of CIA with other US overseas representation, particularly the State Department, where there is some overlap of reporting responsibilities.*

Lunch

1300 ETD

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 3 September 1974

[redacted] 25X1A

25X1A

0700-1000 [redacted]

1015-1045 Technology and Intelligence — Sayre Stevens, Associate Deputy Director for Science and Technology

Our speaker will present an overview of his Directorate, focusing on the whole of the Directorate's mission, organization, and the interrelationships of the components.

1100-1230 The Office of Development and Engineering — Les Dirks, Director of Development and Engineering

The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.

Lunch

1330-1430 ELINT Activities — Robert Singel, Director of ELINT

What is ELINT? A conducted tour around the world of US ELINT facilities, including those of our close allies, will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 3 September 1974

[redacted] 25X1A

1445-1545 The Office of Research and Development — James Hirsch, Director of Research and Development

This is the office that takes a "far-out" look at science and technology to see what it can do for us to keep ahead of the lead time problem. This small group pushes "the state of the art" of US science to the outer limits for the nation's benefit. We will hear examples of what's already been done and what's on the drawing boards.

Dinner

25X1A

1900-2100 Evening Session - [redacted]

Sayre Stevens
Les Dirks
Robert Singel
James Hirsch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL

WEDNESDAY, 4 September 1974 [redacted] 25X1A

0830-0930 Discussion — Class and Staff

Block III--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--military, scientific, economic and political.

0945-1045 The Agency's Responsibility in Strategic Research — Hank Knoche, Director of Strategic Research

The speaker will progress from a broad definition of "strategic intelligence" to a specific consideration of OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will discuss a number of topics, including the following: current research priorities and the effect on these priorities of recent international developments such as arms regulation and improved relations with the USSR and China; the major inputs into OSR's product; and its role in producing national intelligence estimates and net assessments.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 4 September 1974

25X1A [redacted]

1100-1200 The Office of Weapons Intelligence

R. Evans Hineman
Acting Director of Weapons Intelligence

The Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. The Acting Director of Weapons Intelligence will discuss the ways in which OWI uses raw data from telemetry, imagery, radar tracking and other information to build a coherent picture of the capabilities and performance characteristics of a strategic weapons system. Examples will be given of actual cases.

Lunch

1300-1400 The Office of Scientific Intelligence

Karl Weber
Director of Scientific Intelligence

The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. The Director of Scientific Intelligence will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 4 September 1974

[redacted] 25X1A

1415-1515 The National Photographic Interpretation Center — John Hicks, Director, National Photographic Interpretation Center

Although NPIC is predominately a processor, it is closely involved with research and development personnel, collectors and producers. The Center provides a mass of critical information for use in finished intelligence, particularly in support of military intelligence production. The Director of NPIC will discuss the role of his organization in relation with military intelligence in both CIA and the Intelligence Community at large.

Dinner

25X1A

1900-2100 Evening Session - [redacted]

Hank Knoche
R. Evans Hineman
Karl Weber
John Hicks

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1A

THURSDAY, 5 September 1974

[redacted]

0800-0930	Panel Discussion	4 Class Members
0945-1045	A New Emphasis on Economic Research	Maurice Ernst Director of Economic Research

The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy maker's interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.

1100-1200	The Office of Political Research	Lewis Lapham Director, Political Research

This office was created primarily to conduct political and inter-disciplinary research in depth, rather than current intelligence about which we will hear more later today. The Director of OPR will discuss the rationale behind its formation, its current status and activities, and what he believes the future holds in store.

Lunch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1A THURSDAY, 5 September 1974 [redacted]

1300-1400 The Agency's Role in Current Intelligence

Richard Lehman
Director of Current Intelligence

One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.

1415-1515 Informal Session

Maurice Ernst
Lewis Lapham
Richard Lehman

1900-2100 An Evening with the Deputy Director for Intelligence

Edward Proctor
Deputy Director for Intelligence

In an informal evening session, the Deputy Director for Intelligence will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

FRIDAY, 6 September 1974

[redacted] 25X1A

0800-0930 Individual Presentations 25X1A

0945-1045 Financial Operations in the Agency

[redacted]
Deputy Director of Finance

Financial operations within the Agency are complex and must be carefully controlled. Our speaker will present an overview of how the Agency controls its funds. The Office of Finance, like many others in the Agency, has had to reorganize itself in order to do more with less. Our speaker will describe the ways in which it has gone about accomplishing this objective, including simplifying and streamlining procedures and greater use of computers to replace people. He will also discuss the increasing requirement for finance officers to become more versatile and more able to perform generalist tasks in a station.

1100-1200 Developments in CIA Training

Alfonso Rodriguez
Director of Training

25X1A *To conclude our two weeks here at [redacted] the Director of Training will discuss the role of his office in the Agency and the various types of training you can receive under its auspices.*

Lunch

1300 ETD

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MONDAY, 9 September 1974
(Local Field Trip)

0815-0930	Reading - Chamber of Commerce Building 25X1A	
0930	Carpools depart [redacted]	25X1A
1030-1130	Technical Service in Support of Operations	[redacted] Executive Officer, OTS

The Office of Technical Service primarily provides technical support to operations of the DDO. You will have an overview of these activities and then tour OTS facilities to learn of the kinds of equipment and support which the Office can supply.

1130-1230	Briefings and Tours of Laboratory	OTS Staff
	Buffet Lunch	
1300-1615	Briefings and Tours Continued	OTS Staff 25X1A
1615-1630	Questions and Answers	[redacted] Executive Officer, OTS
1645	Carpools depart	

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1A TUESDAY, 10 September 1974
[redacted] and Chamber of Commerce Building)

0815	Bus leaves from Chamber of Commerce Building to [redacted] 25X1A	25X1A
25X1A	[redacted] (meet at rear of Chamber of Commerce Building)	
0900-1130	The Imagery Analysis Service	George Allen Director, Imagery Analysis Service

The Director will discuss the role of IAS in support of intelligence production and operations components of CIA focusing particular attention upon thd support provided to on going disarmament talks--SALT and MBFR. You will then have an opportunity to visit individual components and talk informally with the PI analysts.

1145	Bus to Chamber of Commerce Building	
	Lunch	
1330-1600	The Organization Game	Class and Staff

During the past two weeks you have heard speakers from more than 25 Agency components. We will now break into four teams and work on the Organization Game; during this time you will have an opportunity to see how the Agency fits together and whether any changes might improve its efficiency.

1615	Management in CIA	Carl Duckett Deputy Director for Science and Technology and Secretary, CIA Management Committee

You have heard much during the past two weeks about management within the Agency. The Secretary of the Management Committee will explain how that group functions and some of the problems with which it is currently concerned. He will also be available to answer questions about management and about his Directorate.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MIDCAREER COURSE

NO. 42

PHASE II

THE INTELLIGENCE COMMUNITY
(11-13 September 1974)

Chamber of Commerce Building

PHASE III

WORLD AFFAIRS
(16-27 September 1974)

Chamber of Commerce Building

Headquarters Area

and

Field Trip

PHASE II & III

11-27 September 1974

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MIDCAREER COURSE

The Midcareer Course was started in 1963 to provide an opportunity for promising, middle-level officers to broaden their professional horizons. The Course has become well-known throughout the Agency as an important aspect of career development as well as a forum for the exchange of views between senior managers from many components of CIA and course participants. This success is illustrated by the decision in mid-1973 to increase the number of runnings per year from four to six.

COURSE OBJECTIVES

Midcareer Course members are expected to:

1. Gain a broad understanding of the Agency as a whole, the directorates and components other than their own, and of issues of current concern to Agency management.

2. Increase their knowledge of the other elements of the Intelligence Community and the policy making process.

3. Obtain insight into national and international developments of significance that bear on the U.S. foreign intelligence effort.

PHASES

The Midcareer Course is divided into three phases which in succession emphasize each of the three objectives. You should, however, keep in mind that the range of subject matter covered in each of the phases contributes to the attainment of all three objectives.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 11 September 1974
(Room 916, Chamber of Commerce Building)

0830-0930 Discussion — Class and Staff

0930-1015 Phase I Evaluations

PHASE II--THE INTELLIGENCE COMMUNITY

Now that you have an appreciation for the issues and problems which face CIA today and an understanding of the organization of the Agency, we turn now to that amalgam known as the Intelligence Community. Speakers representing most of the other members of the Community will give us insights into the problems they face, both internally and with respect to each other.

1030-1200 The Intelligence Community Staff — [redacted] 25X1A, Associate Deputy to the DCI for the Intelligence Community

With the Director's additional responsibilities regarding the Community comes a new importance to the DCI's Intelligence Community Staff. Its numbers and makeup have changed to reflect the new thrust. We will hear of its four groups and their missions, functions, and personnel and their relationship to the Agency and other Community members.

Lunch

1315 Course Administration — 25X1A

1330-1500 The National Security Agency — [redacted], Assistant to the Dean of the Cryptologic Management Faculty, National Cryptologic School

The National Security Agency is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 11 September 1974
(Room 916, Chamber of Commerce Building)

25X1A

1515-1630 The FBI and Intelligence

[redacted]
Chief, Counter-intelligence Branch, Intelligence Division, FBI

Some questions arise concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now and how does it look for the future? How does the Director of the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

THURSDAY, 12 September 1974
(Room 916, Chamber of Commerce Building)

0830-1015 Individual Presentations

1030-1200 The Bureau of Intelligence and Research

Curtis F. Jones
Director, Office of Research and Analysis for the Near East and South Asia, INR

State is the oldest government unit with foreign policy responsibilities. Although small in size, INR has a strong voice in the Community, not only on political intelligence, but on economic, scientific, environmental, social and military as well. Our speaker will elaborate on the role of INR in the Community with particular regard to relations with the Agency, at home and abroad.

Lunch

1330-1500 The Defense Intelligence Agency

Major General Lincoln D. Faurer
Deputy Director for Intelligence, DIA

How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.

1515-1615 The National Intelligence Officers

George A. Carver
Deputy to the DCI for National Intelligence Officers

The National Intelligence Officer system has been introduced to provide the Director with a small group of officers drawn from the Intelligence Community responsible for specific subjects or areas. Our speaker will discuss the origins of this concept, how it is evolving, and what lies ahead.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

FRIDAY, 13 September 1974
(Room 916, Chamber of Commerce Building)

0815-0900 Individual Presentation

0915-1015 Treasury's Role in the Intelligence Community

J. Foster Collins
Deputy for USIB Matters and Special Support, Department of the Treasury

Treasury is the newest member of the US Intelligence Board, having joined the Board just over two years ago in recognition of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role in this sphere and the kinds of information the intelligence community can provide for the successful conduct of US international economic policy. He will provide insights into what are considered the critical factors for the US in the world economic situation.

1030-1200 The National Security Council System

Colonel
Clinton Granger
National Security Council Staff

The NSC mechanism works differently under every President. Our speaker will tell us how the current system works and how it is evolving, who the personalities involved are and where there are areas of interaction that need improvement. The speaker will give us the White House view on priorities for the immediate future and for the longer range.

Lunch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

FRIDAY, 13 September 1974
(Room 916, Chamber of Commerce Building)

1330-1500 The President's Foreign Intelligence Advisory Board

Wheaton Byers
Executive
Secretary, PFIAB

We will hear about the Board which oversees US foreign intelligence activities. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how the President uses the Board in comparison with other Chief Executives. He will also give us his views of what the future may hold for this advisory organization.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MONDAY, 16 September 1974
(Room 916, Chamber of Commerce Building)

0900
0830-~~0930~~ Phase II Evaluations
0900-0930 JP

PHASE III--WORLD AFFAIRS

The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has required some redefinition; whereas the Soviet threat remains paramount, new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among US international objectives. It is the purpose of Phase III to bring you up to date on both the continuing and new national concerns as affected by world developments, and to suggest the impact of such developments upon the work of the Agency.

0930-1015 Film: "The Sinai"

1030-1130 The Middle East:
The Intelligence View

25X1A
[redacted]
National Intelligence Officer for the Middle East and Islamic World

We turn now to the Middle East as an intelligence problem. The importance of this part of the world to the US is demonstrated by the number and range of collection and evaluation requirements levied upon the Community. Our speaker will assess the principal issues and problems from an intelligence viewpoint and will define the major areas of responsibility today and in the future for the collector and for the analyst.

Lunch

~~1300-1330~~ Individual Presentation

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MONDAY, 16 Sepqember 1974
(Room 916, Chamber of Commerce Building)

1345-1515 The Middle East:
An Academic View

[redacted]
School of International Service, American University

25X1A

Our speaker will discuss current developments in the Middle East and give us his views as to what the US policy for approximately the next decade should be. He will introduce some of the historical background from this century that has led to the present situation.

1530-1700 The Making of US
Foreign Policy

David A. Korn
Country Director for Lebanon, Jordan, Syria, Iraq, Department of State

Our next speaker will discuss the foreign policy-making machinery as viewed from his office and the way in which intelligence supports this process. He will also discuss current directions in US foreign policy in the Middle East and his office's responsibilities in supporting the Secretary and other top State officials.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 17 September 1974
(Room 916, Chamber of Commerce Building)

0900-1000	Discussion	Class and Staff
1015-1145	The Outlook for China in World Affairs	Oscar V. Armstrong Director, People's Republic of China and Mongolia Affairs, Department of State

China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.

Lunch

1400	Course Administration	25X1A [redacted] Midcareer Course Staff
1430-1630	Prospects for Soviet-American Relations	[redacted] 25X1A Harvard University

The current attempt to achieve detente between the US and the USSR is a cornerstone of global relations today. Our speaker will examine the current state of US-USSR relations and the practical significance of detente. He will assess the role of trade and will evaluate the prospects for further arms control agreements. He will also discuss US and Soviet interests in the Middle East and other areas of the world.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 18 September 1964
(Room 1E78 Headquarters Building)

0845-0945 Individual Presentation

25X1A

[redacted]
Assistant National Intelligence Officer for Strategic Programs

1000-1130 The US-Soviet Strategic Balance

Understanding Soviet Defense policy is a major goal of US intelligence gathering efforts. The Soviet view of the relationship between the strategic forces of the US and the Soviet Union is an important input into the determination of Soviet defense policy. The composition and complexity of opposing nuclear offensive and defensive arsenals make it difficult, however, to measure the strategic balance. Our speaker will describe the US-Soviet strategic balance in this period of the Strategic Arms Limitation talks.

Lunch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY-FRIDAY, 18-20 September 1974
(Field Trip)

Wednesday, 18 September

1245	Convene at SW Entrance
1300-1345	Bus to Andrews AFB
1400EDT-1700CDT	Flight from Andrews AFB to St. Louis, Mo.
1715-1745	Bus to Hotel

Thursday, 19 September

0815-0845	Bus to McDonnell-Douglas Aircraft Corporation
0900-1600	Briefings and Tours McDonnell-Douglas

Friday, 20 September

0700-0730	Bus to Lambert Field
0730-0815	Flight to Whiteman AFB
0830-1600	Briefings and Tour 351st Strategic Missile Wing
1600CDT-2200EDT	Flight to Andrews AFB
2215-2300	Bus to Headquarters

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

MONDAY, 23 September 1974
(Room 916, Chamber of Commerce Building)

0900-0945	Discussion	Class and Staff
0945-1045	Individual Presentations	25X1A
1100-1230	The US in the World Economy	[redacted] Council on International Economic Policy

This presentation will analyse the US position in the world economy from the perspective of the policy maker. The speaker will indicate the major problem areas and directions the US is taking on international economic issues, such as restructuring the monetary system and the rules of international trade. He will discuss the major problems posed by various nations, focusing particular attention upon the European Economic Union, Canada, and Japan. He will describe how the policy making level is organized to meet the added dimension of international economics. He will offer some insights into the intelligence inputs which are most useful to supporting him in his policy making role.

Lunch

1400-1530	The Multinational Corporation	25X1A [redacted] Senior Fellow, The Brookings Institution

One of the major factors on the international economic scene today is the multinational corporation. Our speaker, a student of the development of these organizations, will describe them and discuss their effect on international trade, balance of payments and US foreign policy interests.

1700 DCI - Informal Remarks

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 24 September 1974
(Room 916, Chamber of Commerce Building)

0900-1030 **Energy: Challenge of the 70's**

Robert Sheppard
Director, Office of Energy Programs, Department of Commerce

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.

1045-1215 **International Politics and Environmental Problems**

Slator Blackiston
Office of Environmental Affairs, Department of State

The deterioration of the fragile ecological balance is a problem which confronts all of mankind and yet is susceptible to solution only by nations acting in concert. A member of the US delegation to the international environmental conference in Stockholm in 1972 will discuss conference results. Emphasizing the politics of environment, he will contrast US perceptions of the problem, policy options, objectives and aims with those of other nations. Our guest will also share his views on the role intelligence may come to play in supporting the policy maker in this important area.

Lunch

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 25 September 1974
(Room 916, Chamber of Commerce Building)

0900-1000 Individual Presentations

1015-1145 Changing US Strategies and European Security

Dr. Henry Gaffney
Deputy Assistant to the Secretary of Defense

A re-examination of US military commitments and relationships in Europe has been prompted by both domestic and external factors, including Congress and the budget, and the impact of detente. The immediate importance is reflected in our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. The speaker will consider these matters in discussing the changing strategies and policies of the US aimed at safeguarding the security of Western Europe. He will include an assessment of the role of conventional forces and the status of the NATO alliance.

Lunch

1330-1430 Intelligence Support to Negotiations: The Case of MBFR

25X1A
[redacted]
Office of Strategic Research

This presentation will center on our participation in the current Mutual and Balanced Force Reduction (MBFR) talks in Vienna. Our speaker will discuss how the Agency supports the MBFR negotiations while they are in progress and how the Community intends to carry out its verification responsibilities once an accord is reached.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

TUESDAY, 24 September 1974
(Room 916, Chamber of Commerce Building)

25X1A

1400-1500 The US Intelligence Interest in Law of the Sea Negotiations — [redacted], Office of Political Research

Our speaker, from the Office of Political Research, has been concentrating for some time upon the political implications to the US of various outcomes of the Law of the Sea Conference, just concluded in Caracas, Venezuela, from June to August of this year. She will summarize some of the diverse points of view held by the participants and will highlight their significance to US national interests.

1900 Informal Reception — Class, Staff and Spouses

1930-2100 The Art of Communication — James Bostain, Foreign Service Institute, Department of State

In this presentation, Mr. Bostain alerts us to the foibles and peculiarities of our own American cultural, educational and linguistic values--and in the process aims at breaking through our preconceptions to create a greater degree of understanding of non-American, foreign, values with which we will come in contact both abroad and in the processes of intelligence analysis.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

WEDNESDAY, 25 September 1974
(Room 916, Chamber of Commerce Building)

1445-~~1515~~ 1545 Individual Presentation

~~1530-1630 Discussion~~ ~~Class and Staff~~

You have now had an opportunity to hear from almost 60 speakers about the Agency, the Community, and selected problems in World Affairs. At the beginning of the Course you developed a series of problems and solutions concerning Midcareerists and the Agency. We will now take a short time to develop those major questions and problems which you now perceive after having completed most of the Course.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

THURSDAY, 26 September 1974
(Room 916, Chamber of Commerce Building)

0900
~~0830~~-0930 Individual Presentations

25X1A
[redacted]
Chief, DDO/
Operations NARCOG

0945-1045 International Drug Trafficking: The Role of Intelligence

Drug abuse in the US resulted in President Nixon naming the prevention of illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationship of CIA with the Drug Enforcement Administration/Department of Justice and other US agencies abroad under the guidance of the Cabinet Committee for International Narcotics Control (CCINC).

1100-1200 Terrorism: A New Dimension in World Affairs

Ambassador
Lewis Hoffacker
Chairman of the
Working Group
of the Cabinet
Committee to
Combat Terrorism

Terrorism is not restricted to an Israeli marketplace or the Belfast ghetto, but it can move in without warning on a San Francisco bank or on a UN delegation. The Chairman of the Working Group of the Cabinet Committee to Combat Terrorism, recognizing the world-wide scope of terrorist activities, will discuss international efforts to cope with the global threat. He will also discuss United States' inter-agency efforts to cope with this threat, particularly as it relates to the US, and he will describe the Government's policies aimed at thwarting terrorist activities.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

THURSDAY, 26 September 1974
(Room 916, Chamber of Commerce Building)

Lunch

1330-1530 The World Food Situation

Richard E. Bell
Deputy Assistant Secretary for International Affairs and Commodity Programs, USDA

The "prophets of doom" are looking very pessimistically at the present food situation and the outlook for the future. Our speaker, an authority on worldwide agricultural programs, takes a more optimistic approach to the problem. He will discuss what is being done currently and suggest what additional things need to be accomplished. He will cover the effects of the world economic situation, international politics, and weather vagaries upon efforts to increase the quantity and quality of agricultural products. Finally, he will bring this all together within the framework of advanced agricultural technology throughout the world.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL

FRIDAY, 27 September 1974
(1 A 07 and 7 D 64, Headquarters)

0900-0945 Discussion — Class and Staff

1000-1200 Inventing the Future

[redacted]
University of Virginia

25X1A

During the past five weeks you have heard from a large number of speakers on a great variety of topics. Our final speaker will now challenge you to return to your assignments next week and "invent the future" in a positive, active way. He will discuss "futurism" as a positive philosophy for approaching many of the problems discussed during the course.

Lunch

1300-1415 Phase III and Overall Evaluations

1430 Informal Remarks

William E. Colby
Director of Central Intelligence

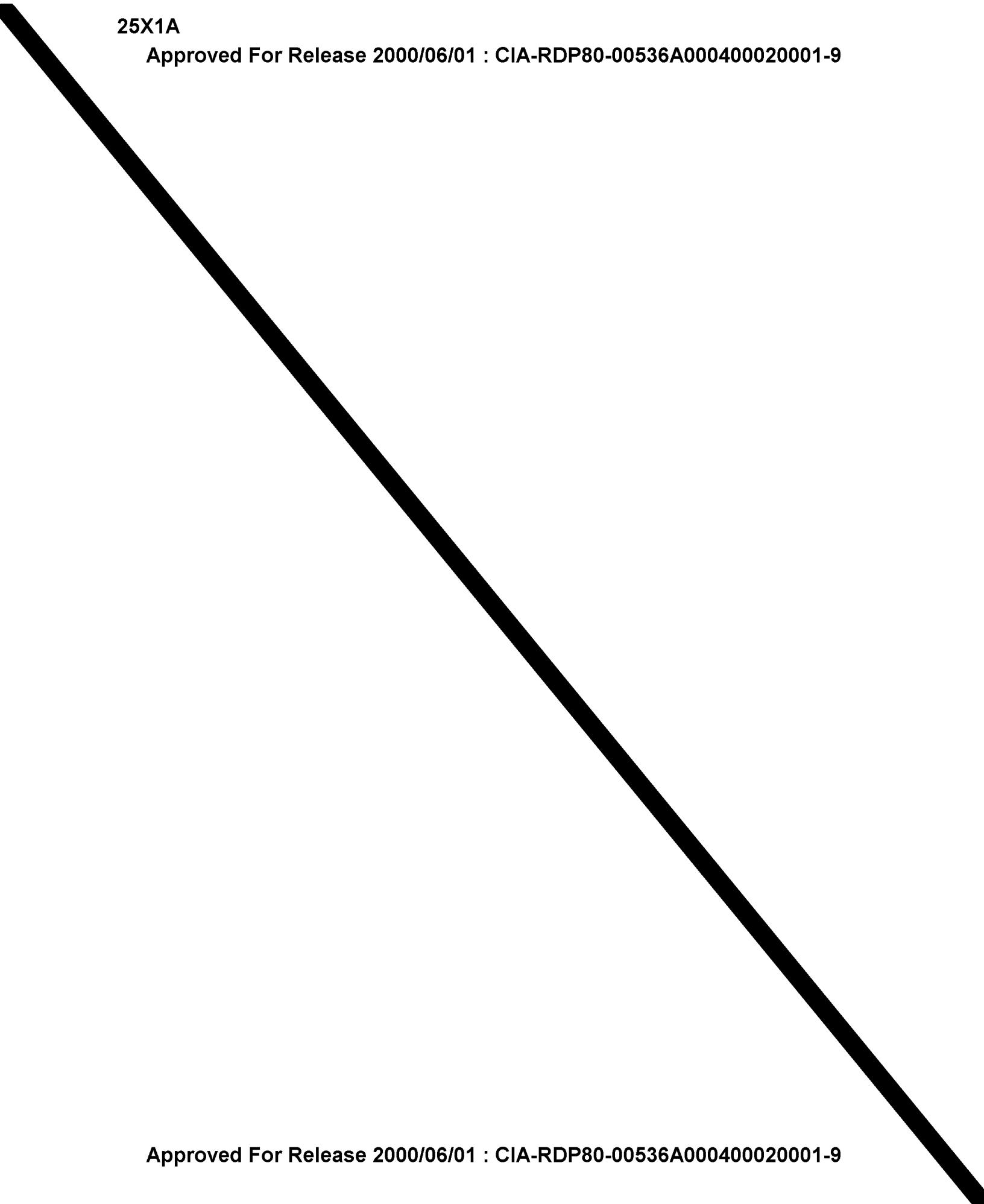
Award of Certificates

Carl Duckett
ADDS&T

CONFIDENTIAL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1A
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9



Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

30 September 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Mr. Duckett's Address to Midcareer Course No. 42 on 27 September 1974

Mr. Duckett made no formal statement at the opening of the session. Instead he called for questions from the class. The first question dealt with the Management Committee, its function and effectiveness. Mr. Duckett considers the Management Committee very useful. Among the first problems taken up has been the concept of a special career service for secretarial personnel. After considerable study--largely as a result of opposition from the secretaries themselves--the plan was scrapped. Secretaries preferred, understandably, to be judged by their bosses than other secretaries.

With reference to the Management Committee concept, Mr. Duckett noted that it was arrived at during the time of Colonel White's days in the Agency and developed out of the earlier experiences in management efforts. He noted that Mr. Colby's management technique is one of post audit; that objectives are set forth through the Management Committee and then, at the end of the period, through the Office of the Comptroller a post audit judges the performance measured against the stated objectives. He agreed with the view that we have talked too much about management, thus far, and have not really done much about it in the past year. Like Mr. Colby earlier, he suggested that there will probably be management changes after the present post audit is completed.

Continuing in this field of discussion, Mr. Duckett was firm in his view that there should be a full-time Executive Officer, and noted that all the Deputy Directors consider this a necessity--that currently the Agency lacks a focal point to meet the management needs of all the various offices. (It is of interest that the position of the Deputy Directors is sharply opposed to that of the Director--and explains Mr. Colby's earlier indication that, should his DD's continue

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

to insist, he might reestablish the Executive Director Comptroller Office in a year or so.)

In a response to a question on the separation of OSR--in the DDI--from the rest of weapons intelligence in the DDS&T, Mr. Duckett noted that Dr. Schlesinger intended to bring these functions together and had taken steps to do so. A study of the operations of weapons intelligence in operation, however, has shown that a merger--in either DDS&T or DDI--is not necessary for efficiency. As a result, Mr. Colby has decided not to make any changes at this time.

Mr. D finds the concept of the NIO useful and noted that he was really the first NIO, stating when [redacted] STATINTL gave him the responsibility for verification, weapons intelligence and SALT. This was of course before the formal NIO structure was established.

Back on the process of management, Mr. D does a quarterly review of the performance of all of his offices, which Mr. D thinks makes for better management decision.

On the question of equal opportunity, Mr. D asserted that there is definitely a committment to EEO within the Agency but that the amount of attention given the subject varies among the DD's. "Our record" he said "is not good but it's certainly not because we are not trying."

He sees the Intelligence Community Staff as purely a coordinating mechanism. It is an interface with the Agency and in no way does it run the Agency. At the onset it was totally unworkable but now with [redacted] at the helm he thinks it will work. STATINTL

The following are views of Secretary Kissinger by Mr. Duckett. Mr. D stated that Kissinger cannot conceptualize anything mechanical. Mr. D stated that he was given the account of straitening out NIE 11-8 in 1969 by [redacted] STATINTL And after that summer, in which he met regularly with Mr. Kissinger, his relationship with him was very good. The Secretary is very secretive when he wants to be. He certainly has become much more familiar with technical matters during the past few years. Mr. D sort of brought the Secretary along with the SS-9 problem. It appears that Kissinger does not now display the dominant role with Mr. Ford that he did with Mr. Nixon. He does not play the part of the filter for information now. Concerning Mr. Ford,

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

we now have direct contact with him every morning and we are going to have more to do with him on a face-to-face basis. Mr. D expects we will have all the backing we need. An example of this is the fact that Ford has not backed off one bit on covert action.

Mr. Duckett felt that the most important intelligence items to concern ourselves with are the following:

STATINTL [redacted]

4. Handling of the new [redacted] STATINTL
5. Predicting technology breakthroughs

Mr. Duckett stated that he was also setting up an exploratory research program on analytical methodology. This type of thing will give us a view into the future as far as predicting technological breakthroughs.

[redacted]
Midcareer Course Co-Chairman

STATINTL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

27 September 1974

MEMORANDUM FOR THE RECORD

SUBJECT: Mr. Colby's Address to Midcareer Course No. 42 on 23 September 1974

Mr. Colby stated that he was delighted to speak to the Midcareer Course and even though the name indicates that this represents a mid-point in the members' career, each one still has a long period of activity in the Agency. Class members bring to the Midcareer Course a lot of continuity, and the members should look ahead to new situations and problems.

Mr. Colby stated that intelligence is here to stay and that also the Agency is here to stay despite the current publicity. "We may not be loved but are accepted as necessary." A good majority on the hill gives the Agency its support. Mr. Colby said that presently we are bouncing along--taking our knocks--on the issue of [redacted] 25X1A, but that court action is a matter of national policy. We should keep this capability on hand since one never knows when it may be needed. 25X1A

Effective intelligence resolves problems before they become critical or before something bad happens; this is a real contribution to peace in this country that the Agency performs.

Referring to management techniques, Mr. Colby thinks we are identifying important problems and situations. He then believes in letting the individual managers run their own shops; with the post audit system he advocates, we can see just how well the various offices are doing.

The Agency is in a financial crunch--as are all other government agencies--but we are fortunate to have phased down clandestine activity over the past 3 to 5 years.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

These activities in today's political climate would never have been funded or accepted. Even so, we have taken on additional responsibilities such as Terrorism and Narcotics. Nonetheless, we can still focus on the real issues at hand.

The collection of economic intelligence has become very important during the past few years. The performing of military estimates is also very important and gives the community and congressional committee an unbiased opinion.

Personnel levels of the Agency are going down at a gradual level and Mr. Colby hopes no further cuts are necessary, with the present rating system, the people in the bottom 5% will be encouraged to leave or even be pushed out of their jobs. Mr. Colby noted that, though it may be painful, this is probably best for both the individual and the Agency.

Selected Questions and Answers

Q. What is your view of the Management Committee?

A. It should be used as a communications channel and a buffer between the DCI and the four Directorates. I am pleased with the committee's accomplishments even though there are many criticisms.

Q. Do you feel that there is a need for a full time EEO Office?

A. No, I consider this tokenism. I don't really think you can solve EEO by a staff set off in a corner somewhere. It's the line manager's responsibility, he is the one that's going to make it work.

Q. What about having an Executive Officer in the Agency?

A. Well, since I have held the job myself, I have strong feelings about the office. I don't think the office can function properly and effectively. If you have a strong man he will run around asserting his authority and if you have a weak one he is powerless. However, after a period of about a year if the Directorates want one, I guesss we will have one.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Q. Are you having any second thoughts about the various subcommittees on the hill getting the NIB, in view of the current leaks?

25X1A

A. No, absolutely not, it was not any of the subcommittees [redacted] as I know. The real source of leaks seems to be in the Executive Branch.

Q. How do you feel about the NIO program?

A. It certainly helps me out a great deal. This type of help concerning the substantive material is certainly very helpful for background knowledge and depth. The substantive material drives the intelligence community. You need someone to focus on the really important questions. Some of the NIO's do brief the various committees and also at NSC meetings. I plan to rotate the NIO's on a 2 to 3 year basis.

25X1A

[redacted]

Midcareer Course Co-Chairman

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

[CONFIDENTIAL]
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Q. What has Management by Objectives (MBO) done for your Directorate?

A. MBO is just another method of focusing on management items of importance. MBO will be used as a tool to tell you just how well you have done. It is not a report card. It enables us now to have things in a clearer focus especially the important items.

Q. Why do we need an IC Staff and just what do they do?

A. The IC Staff is primarily dedicated to resource allocation and has upon occasion done such things as post mortems. The NIO's, for example, are dedicated to substantive specializations, getting people together for a common goal. (Dr. Proctor said he would rather not comment on the need for an IC Staff.)

Q. How do you, as a Deputy Director, view the running of the Agency?

A. Mr. Colby is firmly committed to his ideas and means what he says. Mr. Colby is just too involved in too many things and really can't act on any one thing effectively. He just simply can't do it all. Mr. Colby is an extremely busy man, has lots of ideas, really has an idea a moment, and is certainly open to any suggestions. The Agency needs an Executive Director badly. The Comptroller's Office and the Management Committee can't and is not taking its place. The reason Mr. Colby has not appointed an Executive Officer is that he probably feels that it is not important, and remembers how it was when he held the position.

Q. What is your commitment to EEO?

A. The Deputy Director personally reviews the file of every black applicant who has been rejected by his Directorate before it goes back to Personnel. He stated that "he has literally bent over backwards" to help blacks and any other minority for that reason. Dr. Proctor stated that he thought that the blacks were being cheated as far as education was concerned in the small black colleges in the south. These small colleges just don't measure up to the larger ones academically speaking.

Q. What does the Management Committee do?

A. Precious little. They deal with such things as the parking problems, consolidating the courier system, and career service for clericals. For all of this they meet about once a week.

Q. Should we pass on more finished intelligence to the Hill?

A. We could probably do much more. However, Dr. Proctor would rather handle it in an oral fashion rather than in the form of documents, because of security reasons. Documents such as these usually go for the glorification of the various staff members. Oral briefings are much more

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
[CONFIDENTIAL]

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

effective and the various congressmen and committee members are much more receptive to this type of presentation.

Q. What about the Imagery Analysis Service (IAS) as a separate organization in the DDI? Are you happy about it?

A. Dr. Proctor was very positive about it being separate from the National Photographic Intelligence Center (NPIC). He said that NPIC was too large and does not have the capability to shift easily to meet the immediate needs of the Agency. He looks at IAS as a pilot plant that is quite flexible. It is an organization that can be discreet to sensitive requirements. He thinks that "flexibility" is the key word for the organization.

Q. How many years can a Deputy Director or a Director be effective?

A. Dr. Proctor said he didn't know exactly. It could be three years, or six... or less. However, there comes a time when you just can't make things go any better in your organization, that is, to your satisfaction, when this time comes then you should move on. Let someone else move in and expand on your ideas.

Q. What about Management training? Is it effective?

A. It depends on the individual, remedial training may not be the solution. It may be that the individual has the wrong job. The best advice for a manager would be for supervisors to treat people like people. Effective management is a skill, a style and should be humanistic.

25X1A [redacted]

Midcareer Co-chairman

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

5 September 1974

MEMORANDUM FOR THE RECORD

SUBJECT: An Evening with Bill Nelson, DDO - 29 August 1974

Mr. Nelson opened by saying that he was again extremely pleased to have the opportunity to address the Midcareer course. His opening remarks included comments on these troubled times for U.S. Intelligence and the question of where we will be going in the future. He also referred to the press attacks on the Agency such as calling Mr. Colby chief of the "Dirty Tricks" component of the Agency. Mr. Nelson wondered just what Americans expected of the clandestine services today, and what the country wants.

He stated that we must determine just where in the world there is sufficient American interest so as to ensure adequate public support of U.S. policy. This problem has, perhaps, the third priority for the Agency with the USSR and China holding the first and second priority positions.

[redacted] STATINTL

He asserted that we must keep in tune with the local scene in the countries where we operate, even though our primary targets are the Soviet and Chinese officials--and that we must tune our senses and sensitivities to this local scene.

Mr. Nelson pointed to the new areas of concern: the drug and terrorist problems and the field of economic intelligence. This latter and DDO's involvement in its collection is a matter highly debated in the Directorate today with the areas in which the clandestine service should act ill-defined.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

STATINTL [redacted]

For Operations, secrecy and confidentiality are essential in safeguarding the source of some of our information, especially the extremely sensitive information from agents in place. Should the word get around that this information is loosely regarded no one would take us into their confidence.

Mr. Nelson reported that some protection in sources and methods is now being sought by Mr. Colby in the Congress at this time. We need this type of protection of sanctuary in order to operate successfully. He made reference to the Marchetti and Agee books as an example of giving away secrets.

STATINTL [redacted]

In the management field he was doing his best to meet all of his objectives within the MBO structure. This managerial style is being directed from Mr. Colby's office down through the branches and divisions. This type of managerial style certainly enables a better fiscal responsibility.

Mr. Nelson admitted that he has not done a satisfying job in the EEO field and that we have a long way to go to meet our goals. "I am certainly not proud of this," he said. "However, we are trying."

In summary, Mr. Nelson was very happy in the progress that has been made in the Soviet recruitment field and was encouraged in the direction he had received from Mr. Colby.

STATINTL [redacted]
Midcareer Course Co-Chairman

Attachment: Q&A's

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Attachment to Memorandum for the Record, dated 5 September 1974

Questions and Answers:

STATINTL Q. Who OK's [redacted] Who is the final authority?

STATINTL A. The 40 committee OK's any [redacted] plan, generally the same people who sit on the WSAG but wear different hats, still chaired by Dr. Kissinger.

Q. How do other components of Agency gain better access to DDO information?

A. Aside from the DDO requirements staff we have established at the desk level an officer who is constant and has good liaison with the other components such as OSR and OCI.

Q. Why are we not receiving much information from [redacted] STATINTL

STATINTL [redacted]?

A. Seems to be a Bureau bottleneck as far as how fast the information is coming. Will look into this when he returns to Washington.

Q.

A.

STATINTL [redacted]

Q. What has happened to the plan to exchange DDI analysts and DDO reports officers?

A. It appears that the DDI analysts have lost interest. (This was challenged and Mr. Nelson said he would look into it when he got back to Washington).

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

26 August 1974

Midcareer #42

EVENING SESSION WITH JOHN BLAKE

DEPUTY DIRECTOR FOR ADMINISTRATION

25X1A

Mr. Blake opened the evening session in [redacted] by noting that this was his first opportunity to talk with the Midcareer group since taking over as Deputy Director and also that it was the first talk he had given since the Directorate's name change. He proposed to discuss the name change and the philosophy which this indicated, the types of activities which the Directorate for Administration undertakes, the functions of the eight offices in the Directorate and then to answer some of the questions which the Midcareerists had raised in their team exercise sessions earlier in the day.

The name change was, Mr. Blake said, the result of his thinking and his understanding of the actual function of the Directorate. While "Management and Support" might have described the earlier functions, overall management

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
CONFIDENTIAL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

as such had been given back to the Director himself and to the Deputy Directors. The identifying characteristic of his Directorate was that it administered agency-wide programs and special programs for the other Directorates. In this presentation he went back over the history of the Directorate since its early establishment.

Mr. Blake noted that when Management By Objectives was first launched he had what he suspected was the general attitude of considerable doubt and suspicion that it was merely a new name for old management techniques. He has found, however, that the bi-monthly MBO sessions which the Directorate holds has brought out the best professional dialogue he has known and has enabled the office heads to gain a better understanding of the work being done in the Directorate. He noted, too, that fiscal responsibility within the Directorate rests with each of the operating components--and that the Deputy Director then checks out action with a monthly fiscal review.

25X1C

[redacted]

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

25X1C

[redacted]

At the other end of the Directorate's responsibilities is providing the documents requested under the freedom of information legislation. Currently, for example, a Washington law firm has asked for all the NIE's on the Soviet Union from 1959 through 1963. The time in clearing, or checking on the clearance of these materials is overwhelming and the Agency has asked the law firm to provide $2,000 to cover the costs of the checking.

In his discussion of the various offices in the directorate he noted that the Office of Communications is the largest and most expensive--and tremendously effective. Its secure voice communications, [redacted] 25X1A

25X1A

25X1A

25X1A

25X1A

Directorate's offices is the Office of Medical Services. He described the conception of the Multiphasic physical examinations, noting that through computerized activities the

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
CONFIDENTIAL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

costs of physicals can be vastly reduced and the exams be made more readily available resulting in real improvements in the health security of Agency members.

In his discussion of the Office of Training Mr. Blake was especially pleased with the development of the Advanced Management Program. This, he said, was far more effective for the Agency than any of the excellent academic programs to which we have been sending Agency people. The reason for this is that it deals with management from the unique viewpoint of the Intelligence Community and the Central Intelligence Agency in particular. He also noted the new approach to training we will be taking in intelligence officers from the three services for training [redacted] 25X1A

25X1A [redacted] next year.

For the Office of Joint Computer Services the greatest problem appears to be keeping up with the developments of the computer industry. We are faced with the difficult and expensive job of keeping up with the new generation of equipment and the state of the art. Mr. Blake also warned that the Agency must be alert to know not only what the computer can do but also what it cannot do.

Mr. Blake touched quickly on the Office of Personnel, the Office of Security, the Office of Logistics, and the Office of Finance, noting some of the special problems of each. He then opened the floor to questions.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

The first question dealt with the prospects for women: "When will we have a woman as an Office Director?" He wasn't sure but thought that the prospects were best at this time in the Office of Personnel. Given the costs of paper, when will we be able to use the secure voice system via satellite rather than paper transmission? Again Mr. Blake felt this would come with time, that the acceptance of this was not a question of the "state of the art" of communication but the funds needed for the program. He also added that there is a large problem in getting the support of the older officers in the Agency who don't like or understand the computer products. Why shouldn't we go the further step of recycling our pulped papers into usable paper? Mr. Blake noted that to some extent we are, but that costs and security considerations intervened. (A midcareerist--paper specialist--noted that with the space and equipment we now have it is actually possible to go the next step of deinking the paper and using it.) Mr. Blake, taking note, plans to look into this. On the issue of the size of the Agency, Mr. Blake stated that he feels we are at the irreducable minumum if we are to carry out our assigned functions. If further cuts are required, we shall have to give up functions--and this is a time when demands on our services are increasing. He also noted that

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

for the next year at least the personnel picture appeared stable and that in all probability the reductions which might come would be absorbed in contract personnel.

After a break in the evening's discussion, Mr. Blake turned to the questions which had been raised in the class during the day.

1. What of EEO? The Agency is deeply committed to the improvement of its position with regard to minority groups and is effectively finding qualified people.
2. Can a two-track system work (administrative and substantive)? Yes, and the NIO program is the proof of this.
3. We need better information of job openings. Vacancy notices are being used and circulated ever more extensively.
4. What of the Agency's use of the grade-by-grade promotion system--alone in the government? The Agency is looking into this, but the problem is that if we return to the two-grade jump system the costs of personnel will go up.
5. How can we better manage space in the Agency? The most desirable method would be a new building properly designed to functional uses--

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

CONFIDENTIAL
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

but that funds are simply not available. Unfortunately, also, we leave the management of the building to the GSA--and that we are paying excessive rents to the GSA for the buildings we occupy outside of Langley.

6. What of the status of CIA in the Intelligence Community? Mr. Colby has a preeminence in the community which is in no jeopardy--he is using the Intelligence Community Staff as a staff of the CIA.

7. What of hiring of homosexuals? Mr. Blake did not think this was now possible--that the Agency could not get too far out ahead of the morals and mores of the country or too far behind. And, despite changes in attitudes, the homosexual is still subject under some circumstances to blackmail.

25X1A

[redacted]

MC/IMB

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
CONFIDENTIAL

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

OTR 0652

22 August 1974

MEMORANDUM FOR THE RECORD

General Walters officially opened the Midcareer Course No. 42 on 21 August at 1500. His informal remarks ran for about 25 minutes and the remaining ten minutes of the session were devoted to questions and answers.

The General still dislikes the Course's name. "Mid-career" to him carries the connotation that the person at this time has reached the peak of his career--and that it is all down hill from that point onward. He noted that this could not be the case in this class--everyone was too young for such a fate and also that the class members were here because they had been seen as future Agency executives.

He said he would not address the Watergate mess since it was all over and done with. Nonetheless, he would be happy to answer questions relating to Watergate, his part in it or the Agency's part in it if anyone were still interested. He felt it to be much more important to examine the major questions facing the Agency today and in the coming period. He considered the Agency to be faced with two major problems: 1) Who will be in charge of the USSR in the future and what will his attitudes be. 2) What will be the R&D efforts of the Soviet Union and how extensive will they be. General Walters noted that the Agency will be concerned with the same problems for the Peoples Republic of China.

General Walters stressed the importance of analytical skills, noting that we had all the information necessary to predict the October War in the Middle East. Nonetheless, we failed to call the opening of the hostilities through faulty judgment. He used this opportunity, however, to note the resiliency of our system and its ability to absorb such set-backs. He had signed the Watch Report which predicted no war the night before the attack--and he was still in his position.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

MINISTRATIVE - INTERNAL USE ONLY
Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

General Walters stated that, with all our advanced technical means of collection, he considers human collection as paramount because only through interpersonal contacts can one measure the motivation and direction of the Russian and Chinese leadership. He stated that he was concerned by the disparity in age between our Agency operators and the Soviets whom we are trying to recruit--there is, he said, the problem of the "generation gap." He also dwelt upon the problem of finding adequate language specialists for the Agency. Thus far the Agency has been able to rely on the immigrants or their children for language resources, but that the grandchildren of the immigrants do not speak ~~for~~ foreign languages. He did not know how we would develop adequate language resources, but asserted that we must. The ability to develop close personal and human relationships depends in large part on our ability to communicate fluently and freely in the local languages.

The General stated that this is a difficult time for American intelligence organizations and that we, the Agency, must satisfy Congress that we are indeed serving the needs of the American people. During the Colby Administration the pressure is on the Agency to be more open. We are being required to give as much information about ourselves as possible and to limit the use of secrecy to the areas of necessity.

General Walters noted that, on the other hand, the Agency is in good repute for its services and cited especially the field of economic intelligence. Because the Agency has already shown its ability in this field, it is being asked to make more and more contributions and answer more and more questions.

General Walters, noting that CIA was exceptional for its ability to provide a career in intelligence and that his own case in the military was unusual, spoke of some of his functions as a career intelligence officer. He told of his role as American Military Attache in Paris where he made contacts with the Chinese and North Vietnamese missions for Mr. Kissinger. He reported his experiences with President Velasco who complained of a continuing pain in the stump of an amputated leg. Upon his return to the United States, General Walters arranged for the U.S.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

Government to send a specialist to better fit President Velasco with an artificial limb. The high point of this contribution, however, was the fact that the specialist was himself a double amputee--and that no one would have known it without being told. General Walters indicated that President Velasco was especially pleased by this.

The General was especially pleased with the number of women in the 42nd Midcareer class, noting that for some reason women made unusually fine analysts in the intelligence field. Parenthetically he noted that there was a tremendous wealth of ability in the over-seventy generation, which should also be tapped.

STATINTL
[redacted]
Midcareer Course Co-Chairman

Attachment: Q&A's

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9
ADMINISTRATIVE - INTERNAL USE ONLY

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9

Attachment to Memorandum for the Record, dated 22 August 1974

Questions and Answers:

Q. Will President Ford be a friend of the Agency?

A. He didn't see why not, he has been when he was on our committee and probably will remain so.

Q. Will Kissinger's wife continue to be Rockefellers foreign advisor?

A. Yes probably, and will probably have an influence on Henry's foreign policy decisions.

Q. What did he think the impact would be from Mr. Agee's book?

A. He thought that it was just another expose on the Agency that we were presently being bombarded by such exposes. There is no extradition from England but should he try and publish his book in this country there would be something we could do about it. He

25X1C

[redacted]

Q. How do you feel about the time and money expended on collection vs. exploitation?

A. He thought for a moment and said that he thought it a judgemental question and highly personal in nature, that's all he would care to comment on the subject.

Approved For Release 2000/06/01 : CIA-RDP80-00536A000400020001-9